

*Speeches*

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Outline of Presentation on Records Management to the  
Senior Staff Meeting, Office of Logistics  
31 March 1966

I am glad that George Meloon asked me to come here to your Staff Meeting this morning to tell you about the Agency Records Administration program. This is an opportunity to renew acquaintances with some of you. As I glance around the room, I am reminded that some of you are well versed in paperwork management and it probably is wise, therefore for me to be cautious in what I say.

Records Management or paperwork is probably the most unromantic subject in the whole world. It has little glamour and practically no sophistication. As a matter of fact, we seldom ever hear a good story on the subject. Here is a recent one, however that may be appropriate to our discussion.

"A dedicated bureaucrat died and having been a model civil servant he went directly to heaven. When he met St. Peter he was told to report to the Logistics Supply Room to get his harp, his halo, his wings and his robes. The BSO in heaven was a most efficient person, like all Logistics people, and there was no waiting - the correct sizes were in stock and this good bureaucrat was outfitted and equipped immediately. When he returned to St. Peter for his assignment he told him how elated he was about the efficiency of the BSO, and he said I didn't even have to fill out a requisition or sign a receipt--this is amazing. But the bureaucrat said as I came back from the Supply Room I saw an unusual incident -- just

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...we are concerned about how fast we can get information. High speed Computers are obsolete almost before they are installed; [ ] printing presses must grind out paper faster and faster. These are the days of glamour gadgets and high cost hardware. Despite the lack of sophistication in paperwork, top management <sup>officials</sup> in both Industry and Government are greatly concerned about the cost of creating, and keeping the tremendous volumes of paper we require, <sup>^</sup>Here is what J. Paul Getty, ~~the~~ worlds richest man, said recently - "To my mind one of the really serious wrongs in American business today is the penchant for wallowing in welters of paperwork. Some <sup>8</sup> companies have literally hundreds of people keeping records on each other and passing office memorandums back and forth. Many times there appears to be more memo writers, filers, and readers than productive workers. The cost of this over administration is staggering, not only in salaries paid to paper shufflers, but in the general slow-down effect it has on all operations".

Chart

WHY SHOULD YOU BE INTERESTED IN RECORDS MANAGEMENT? My purpose this morning is to prompt you to greater concern and greater use of Records Management techniques to help solve some of the space problems you are concerned with agency-wide and to assist you in making your <sup>own</sup> operating procedures even more effective and effecient than they are now.

Records have received a lot of attention since 1949 when the Hoover Commission first dealt with this subject; interest was increased as a result of the second Hoover Commission Report. These reports focused attention for the first time on the need for positive action to reduce the 4 Billion Dollars Annual Cost of Federal Paperwork.

Positive action has been taken through the medium of paperwork management techniques and by their use substantial economies in office management have been made by many Federal Agencies.

More recently the Congress and the President have expressed concern about the high cost of paperwork. Congressman Olsen of Montana has held extensive hearings to determine why Federal Agencies require costly reports from business concerns. He describes these requirements as the Paperwork Jungle.

President Johnson has requested the cabinet to improve efficiency by less paperwork. Here is what he told the Cabinet in December 1963. "Cut out excessive paperwork - it breeds overstaffing". In February 1965, the President declared a Moratorium on the buying of new filing <sup>cabinets</sup> ~~equipment~~. This Moratorium has been successful and it has been extended indefinitely.

7 The cost of creating records is high - \$16,726 for every four drawer safe , STAT

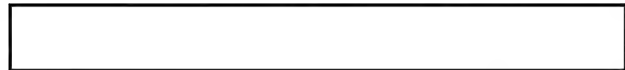



So as a tax payer you are paying about \$100 of your tax money for this paperwork.

*Graph* CHART

Agency records holdings are increasing each year - last year there was an increase of 12%; DDS holdings increased 9%, but I am glad to say that those in Logistics decreased almost 14%.

The volume of paper per employee



 18 cu. ft. for the Agency. In contrast, the average is 2.6 for Government and 3 ft. for Industry.

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WHAT IS RECORDS MANAGEMENT?

It is a specialized profession concerned with paperwork problems and practices. Basically, records management is a management improvement technique. It is not concerned just with the bits and pieces of paper such as filing or destruction. Instead, we pay attention to the life cycle of paper--Creation to Cremation:

Creation - Forms - Reports - Correspondence

Use - Equipment - Supplies - Systems

Cremation (Disposition) Inventories - Schedules - Records Center

Records Management is emerging as a recognized profession and now there are 3 professional Societies - ARMA - AREA - SAA. Industry now depends on the professional records managers to solve paperwork problems.

(See article from WSJ - February 1965 - Hand Out).

WHY DO YOU NEED RECORDS MANAGEMENT?

First - To Save Manpower - if we eliminate unneeded paper we can find what we want easier, quicker and with less effort.

Second - To Save Space. I estimate that records absorb 35-40% of our useable office space - probably about 300,000 sq. ft. I am sure  who is concerned every day with providing office space understands this need.

Third - To Control Growth. We create about 200 million pieces of paper every year. The equivalent of 12,500 safes and we collect a lot of paper - 18 million pieces last year.

Fourth - To Comply With the Law - Federal Records Act

Fifth - To Protect Important Records. Those which we cannot afford to lose from natural disaster or enemy action.

AUTHORITY -

WHO IS RESPONSIBLE FOR RECORDS MANAGEMENT?

The 81st Congress enacted Public Law 754 - The Federal Records Act.

Heads of Agencies are required by this law to establish and maintain active Records Management Programs.

The Administrator of GSA issued guides, standards and regulations for a Government-wide program. He operates 16 Federal Records Centers and the National Archives.

Director of CIA has responsibility to establish and maintain a program- Our authority is

Agency Program Is Decentralized - Each DD and Office Head.

CIA Records Officer - Guides, standards, advice and coordination.

Now, lets take a look at each Records Management element and see how the techniques they provide help to improve efficiency.

Forms - Create a lot of paper. I really don't need to emphasize this because you see this every day. [ ] is responsible for printing the forms. [ ] is responsible for storing them in the Warehouse and [ ] supplies them to operating offices. Last year official forms were responsible for creating almost 53 million pieces of paper (52,879,680). The Agency spent almost \$300,000 last year to print official forms. This is a sizeable sum but it represents only a fraction-- 1/20 to be exact--of the actual cost of using them. So actually our forms cost almost \$6 Million rather than \$300,000.

All of you know that we are concerned in our staff about such things as good design, the correct size and proper paper for forms. Here are some illustrations - Design - Travel Order; Color of Paper - Cover Sheet.

Lets talk about two entirely different areas in which you are directly and indirectly concerned with good forms management.

First - your own forms - those for which you are in the Office of primary interest. You require other agency offices to use them or you need them exclusively in Logistics. You have 306 official forms - during the last two years you have added 35 new forms and revised 46 existing ones. These 81 were responsible for the creation of 1,485,045 pieces of paper. You do a real good job in developing new and revised forms. However, during this same period you eliminated only 5 forms. This may indicate the need to review all of your forms to see if they are still needed or used. This is a function of your Records Officer and every Agency Records Officer. I'll make a bet [ ] that she can clear off a lot of shelf space in the Warehouse and in the BSO's and in your offices where these forms are stored and not needed.

Second - Agency-wide forms - or stocked forms - those that [ ] and [ ] keep until someone wants them. [ ]

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from our staff do a good job of keeping the shelves clean of these. Each year they survey them and eliminate those that are obsolete. Last year (1965) they cleared out 1,667,845 copies of forms by making 21 obsolete. I don't know how much shelf space was made available but this amount of paper would require 104 safes. They will do this again next month.

One more thing on Forms, the bootleg or unofficial ones. I guess there are about 15-20 thousand of these. They came about primarily because somebody had easy access to some kind of duplicating equipment. [redacted] boys do a pretty good job of catching the bootleg forms and sending them to us but we know that a lot of them are still being created by offices which have copying machines.

The forms surveys that we have done are very productive--elimination of bootleg forms; clearing out obsolete forms and the most important results--improvement of operating procedures [redacted] Forms Management does pay off--our cumulative savings \$759,000.

REPORTS MANAGEMENT - Our objectives are the same as in forms--better procedures and less paper. Last year, reports created about 12 million pieces of paper costing approximately \$30 Million.

Frankly, we haven't been able to do anything in reports since we conducted a survey in 1956. Since our staff was reduced to 1/3 of its original size its up to the operating offices to carry on a "do it yourself program". Here is where you have gone ahead of all Agency offices. [redacted] survey appears to have sufficient potential to justify some time to carry out the suggestions made by operating people. Some of them go beyond reports and concern forms and operating procedures. I am very interested in this project and we are going to [redacted] complete it.

It is so easy to get reports, especially those prepared by ADP methods. Computers can grind out reports at the rate of 100 cu. ft. a day as contrasted to about an inch a day by typewriter. So this is an area that requires attention.

Correspondence - ~~is another item~~ which creates a lot of paper - Last year about 8 million pieces at a cost of 12 million dollars.

We have made reasonably good progress, ~~in the Agency~~. We have introduced time saving techniques such as form and guide letters to replace those dictated and individually prepared. These help to reduce costs from \$3.50 to about 30¢ per item.

Here is another area where you have done a wonderful job --I credit the success of the Speed Letter to the ~~original~~ efforts of Gen Murphy in 1961 - in 1962 about 3400 sets of the Speed Letter were used in the Agency. Last year over 61,000 sets. This technique reduces operating costs, saves time and paper. Are all of you here familiar with its use?

Another item you have developed - Self Mailers - these are very successful elsewhere too - Library.

Correspondence Survey Requested by White House. Public Images.

Vital Records - We have an excellent program--GSA has obtained permission from CIA for us to present our Vital Records Workshop at their Seminars for Industry and Federal Officials and we do this several times a year.

I have a good chance in these seminars to see what others are doing-- we deposit 3.3% of our records compared to 2% for industry and 5% for Government.

We expect all Agency records offices to visit the Vital Records Repository with their operating officials to review and update what they have deposited.

Filing Systems - are concerned with the orderly arrangement of papers so they can be easily found and so we can terminate files periodically and systematically. We developed a subject numeric system for support records and there are now  in the Agency. Modifications have been made for substantive files in scientific and technical areas too. You have



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made use of this subject numeric system--probably B-2 and more  
extensively.

We have helped to install a terminal digit system in Contacts Division. This is particularly good for large numerical files--quicker reference and better planning of file space. It may be of some value in some of your large numerical case files.

File Equipment- In this area you are interested from two viewpoints.  
First - equipment to help solve your own internal space problems and  
Second - equipment which can be used to help solve problems Agency-wide.  
In both instances the same techniques apply, specialty file equipment which saves space and which is flexible enough to make it suitable under varying physical conditions.

Shelf File Equipment is the most generally used of the specialty kind--generally, shelf files save at least 40% in floor space and they provide expansion of 60-70% in filing area. We have 88 different shelf file installations which have provided net savings of about \$410,000.

Here are three kinds of Specialty File Equipment which have great space saving potential.

FULL SPACE Swedish Invention--available in U.S. since 1964. Peoples

Drug Store - J.C. Penny - Chase Manhattan Bank. Meeting April 21. ☐

☐ has arranged space for demonstration.

CONSERVA-FILE - Savings of 65% in space and 85% in cost compared to safes. Used for card files, correspondence files, books. (See Chart)

NO-WALK - Describe from Brochure.

Lets spend a minute on Surplus or Excess equipment. ☐ keeps alert on this with ☐ and as a result we are continually saving money--at least \$65,000 so far internally plus \$18,000 externally - 100 safes to NSA.

Here is a good illustration <sup>of government equipment</sup> ~~A~~ -- TIME MAGAZINE Card Veyer Files for Punch Cards --

Market value \$41,000- Transportation \$1,049\* Savings \$40,000

This is an area where controls need to be tightened--first with Area Records Officers- (Use Current Illustration of Need for 1 Safe).

Disposition. This is the most productive element in the records management program, and the most difficult because we must decide what to keep and what to eliminate. Our best tool is the Records Control Schedule-- it is prepared after we inventory our holdings; it describes each file, shows the volume and indicates what we will do with the paper--i.e., destroy in offices, send to Records Center and destroy later or keep forever. I am glad to tell you that we keep only 5.2% as contrasted to 24% Government wide.

We have made real progress in eliminating over 300 thousand cubic feet from office space but look at this chart and see what is happening in the Agency. Paper is accumulating faster than we can destroy it. I guess this is one reason why

is always looking for more office space. Here are some reasons why paper is accumulating faster than we can get rid of it.

Copying Machines -  knows about this --in one year 38 million pieces of paper. Bob, I believe you should follow the example of Ford Motor Co.- the office managers were so concerned they stole the control <sup>knobs</sup> ~~knobs~~ from the Xerox machines. Now office workers have to push a button on the knobless machines every time they want an extra copy.

Computers - Hard copy being held until conversion from manual to mechanized methods is validated.

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You are doing so well in your records disposition. You are following your Records Control Schedule reasonably well and as a result your records holdings in offices decreased 18% since 1964 and your rate of destruction has increased- in 1965 you destroyed 3,677 cubic feet - an increase of over 3,000 cubic feet from 1964. I believe this can be improved as soon as [ ] gets revised Schedules for Transportation and Supply records.

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RECORDS CENTER - Here is where we keep inactive and vital records. [ ] is responsible for convincing top Agency management that we needed a Records Center. It was built in 1955 and enlarged in 1958. It cost the Agency about [ ] but it has already provided a net saving of over \$4 Million. The Records Center has received a cumulative total of about 174,000 cu. ft., equivalent to about 20 thousand safes and over half of this has been destroyed.

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The Center is about 82% full. This chart shows our experience in the last 5 years. Experience shows the Center will be full in 2-3 years but [ ] we are not going to enlarge it. Here is what we are going to do. Use the new GSA Facility [ ] to house our publication and least active records.

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SURVEYS - We do these when invited - Here are some results.

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*Here*

IN CONCLUSION - Records Management techniques properly applied and used continuously save money - manpower and materials. Our Agency program is rated by the NARS of GSA as one of the best in the Federal Government- one reason is because we have an integrated system which concerns all phases of paperwork - from Creation to Cremation.

We have a small staff of professionally trained people to help solve paper work problems; if you need us to help  we will be glad STAT to assist.

*Good*  
One of our top scientists -- Dr. Von Braun when asked to comment on our progress in exploring space said - "We have overcome most of the problems of gravity and we will reach the moon-- if the paperwork doesn't hold us down".

We are not trying to reach the moon but excessive paperwork is preventing us from getting our job done effectively and efficiently. *our operations* We can improve <sup>if</sup> we use the records management techniques that we discussed this morning. This handout shows that records management pays dividends. Cumulative savings *are* of over \$15 Million in 10 years.

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